DOCUMENT RESUME

ED 069 318 LI 003 985

AUTHOR	Riggs, Neil R., Ed.
TITLE	Long Range Plan for Library Development in Oregon with Five Year Action Plan.
INSTITUTION	Oregon State Library, Salem.
PUB DATE	72
NOTE	44p.; (0 References)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Evaluation; *Library Planning; *Library Programs; *Library Services; *Objectives; State Libraries; *State Programs
IDENTIFIERS	Library Services and Construction Act; LSCA; Oregon; *State Plans

ABSTRACT

Past efforts at development plans have resulted in well thought out courses of action and have consistently included objectives. The plans have not, however, achieved the big goals of their makers to provide quality library service to all residents of Oregon. The problem appears to have been a combination of two lacks: lack of implementation through assigned responsibilities; and lack of public support. This effort to regroup and push forward again will try to use techniques with built-in methods of implementation that face realistically the impediments posed by economic, social and political actualities. The purposes of the Program are fourfold: (1) comply with Federal law, (2) comply with Federal regulations of the Office of Education, (3) establish goals of library service as the context within which to make decisions and undertake activities and (4) initiate planning as a continuing process with provision for change. The Programs chosen for achieving the Objectives of the entire Long Range Program are listed within the eight categories classed as Needs. Each Program leads directly into specific "Activities." The sum of these Activities constitutes the Five Year Action Plan. (Other State Plans are available as LI 003986 through LI 003993) (Author/NH)

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ED 069318

LONG RANGE PLAN FOR LIBRARY DEVELOPMENT IN OREGON

WITH

FIVE YEAR ACTION PLAN

Submitted to the U.S. Commissioner of Education
in partial fulfillment of requirements of the
Library Services and Construction Act, Public Law 91-600

OREGON STATE LIBRARY

Salem, Oregon

1972

LI 003 985

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OREGON STATE LIBRARY

STATE LIBRARY BUILDING • • • SALEM, OREGON • • • 97310

TOM McCALL
GOVERNOR

ELOISE EBERT
State Librarian

June 19, 1972

Governor Tom McCall
State Capitol
Salem, Oregon 97310

Dear Tom:

Enclosed is a copy of the Long Range Program for Library Development in Oregon. Public Law 91-600, Library Services and Construction Act, provides for the Governor's review of and comments on the Long Range Program.

The Long Range Program for Library Development in Oregon was established by presenting many alternatives for library services to the librarians and other interested people through a series of regional discussions. From these discussions consensus opinions have been determined and the Program as presented was developed from those opinions. The State Library Board approved the Program at its meeting on June 15, 1972. The Long Range Program for Library Development in Oregon becomes effective July 1, 1972, and no funds will be available to the State of Oregon until it is approved by the U.S. Commissioner of Education.

Eight copies of the Long Range Program are being forwarded to the Federal Aid Coordinating Unit of the Executive Department for their necessary action and concurrence. Any comments on the Program you may wish to make will be most appreciated.

Sincerely yours,

Eloise Ebert

ELOISE EBERT
State Librarian

WMF:EE:nb

TOM McCALL
GOVERNOR

OFFICE OF THE GOVERNOR
STATE CAPITOL
SALEM 97310

July 18, 1972

Miss Eloise Ebert
State Librarian
State Library Building
Salem, Oregon 97310

Dear Eloise:

My staff reviewed your "Long-Range Program for Library Development in Oregon," and find it acceptable. It is well written, well organized, and easy to read.

The provision you made to conduct library "user surveys" and investigate "non-users" should help us to identify areas where we can strengthen library services to Oregonians. I also agree with you that we need to exercise leadership in educating public officials to the benefits that can be derived from an enriched library services program. We certainly need the support of all public officials, at both the state and local levels of government. Only after we have their support can we expect financial appropriations to improve our library programs and to enrichen the knowledge and lives of Oregonians, many of which do not currently have adequate library services.

You may submit this approved plan to the U. S. Department of Health, Education, and Welfare (Office of Education) in accordance with OMB A-95. I trust that the Commissioner of the U. S. Office of Education will also find this program acceptable. Please rest assured that your program has my personal support, and the support of my staff.

Sincerely,

Tom
Governor

TM:cm

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INTRODUCTION

Federal law and regulations which require a new Long Range Plan for Library Development have provided an opportunity to take a fresh approach to the planning process and apply more sophisticated concepts to the problems faced in arriving at goals that librarians have long recognized as desirable for Oregon. Past efforts at development plans have resulted in well thought out courses of action and have consistently included objectives that can now be regarded as generally accepted. The plans have not, however, achieved the big goals of their makers to provide quality library service to all residents of Oregon. The problem appears to have been a combination of two lacks: lack of implementation through assigned responsibilities; and lack of public support. The current effort to regroup and push forward again will try to use techniques with built-in methods of implementation that face realistically the impediments posed by economic, social and political actualities.

NEIL R. RIGGS
Editor

OVERVIEW

I. Purpose

The purposes of the Program are fourfold: (1) Comply with Federal law; (2) comply with Federal regulations of the Office of Education; (3) establish goals of library service as the context within which to make decisions and undertake activities; (4) initiate planning as a continuing process with provision for change.

* * *

Public Law 91-600, amending the Library Services and Construction Act, states in Sec. 6a:

"Any state desiring to receive its allotment for any purpose under this Act shall.... submit (no later than July 1, 1972) a long range program as defined in section 3(12) for carrying out the purposes of this Act as specified in subsection (d)...."

The definition of long range program reads:

"Long range program means the comprehensive five year program which identifies a state's library needs and sets forth the activities to be taken toward meeting the identified needs supported with the assistance of Federal funds made available under this Act. Such long range programs shall be developed by the state library administrative agency and shall specify the state's policies, criteria, priorities and procedures consistent with the Act as required by the regulations promulgated by the Commissioner* and shall be updated as library progress requires."

*U.S. Commissioner of Education

Sub-section (d) lists further requirements which read:

"The long range program of any state for carrying out the purposes of this Act shall be developed in consultation with the Commissioner and shall--

(1) set forth a program under which the funds received by the state under the programs authorized by this Act will be used to carry out a long range program of library services and construction covering a period of not less than three nor more than five years;

(2) be annually reviewed and revised in accordance with changing needs for assistance under this Act and the results of the evaluation and surveys of the state library administrative agency;

(3) set forth policies and procedures (a) for the periodic evaluation of the effectiveness of programs and projects supported under this Act, and (b) for appropriate dissemination of the results of such evaluations and other information pertaining to such programs or projects; and

(4) set forth effective policies and procedures for the coordination of programs and projects supported under this Act with library programs and projects operated by institutions of higher education or local elementary or secondary schools and with other public or private library service programs.

"Such program shall be developed with advice of the state advisory council and in consultation with the Commissioner and shall be made public as it is finally adopted."

The first purpose of this plan is to comply with Federal law. Without this long range program, the State of Oregon would not qualify for funds disbursed under the Library Services and Construction Act by the U.S. Commissioner of Education.

The Act also makes other requirements that the Oregon State Library, as the state library administrative agency responsible for management and disbursement of federal funds, must adhere to in this long range plan. One of these is publication of a "Basic State Plan." The Plan was published, distributed, and publicized in 1971. It is available, as announced in newspapers and Letter to Libraries, in each of the Governor's Administrative Districts. It sets forth federal regulations for the Long Range Program which the State Library agreed to meet.

The U.S. Office of Education has published additional regulations which incorporate the Basic State Plan which must be met. These are published in the Federal Register of January 12, 1972 and should be studied, as the second purpose of this plan is to comply with the federal regulations of the U.S. Office of Education and the Basic State Plan, a state-federal agreement.

In order to prepare an action plan for projects and activities funded by appropriations under the Library Services and Construction Act which

would lead to meaningful library development in Oregon, it was decided that a new comprehensive plan was needed. There has not been a statement that was so inclusive in scope that all aspects of library development and operation could be related to a cohesive framework. Only by establishing inclusive long range goals and objectives can annual and five-year programs be constructed which contain the building blocks of a permanent structure.

The plan has as its third purpose to establish the ultimate goals and objectives of library services as the context within which decisions are made and activities are undertaken.

An attempt will be made to develop these concepts, which are identifiable in structure and tangible in application, through the "Programs" and "Activities" sections.

Planning is not an exercise in writing a document. It is a continual administrative process. Federal law and regulations make mandatory a continuation of the planning process through an "Annual Program" which must incorporate "an annual extension of the 5 year Long Range Program, taking into consideration the results of evaluations of the state's library program by the state agency and the state advisory council." (§130.20, Proposed Rule Making of U.S. Comm. of Ed., Federal Register, Jan. 12, 1972.)

Revision of programs and activities is necessary as the result of such things as changes in appropriations, new developments, opportunities

at the local library level, failures, evaluations, conflict, unforeseen circumstances and other factors that make up the economic, political and social realities of a changing society.

The staff of the Oregon State Library's Library Development Division, through its regular consultant services, will continue to discuss library development with individual librarians, trustees and public officials. The State Librarian is also available to any citizen or librarian in Oregon who wishes to initiate proposals for consideration. The Oregon Library Association has officers and a Library Development Committee who are active in continuation of the planning process.

The fourth purpose of the plan is to initiate planning as a continuing process with provision for change. Revisions of the plan will expand the "in-put" sources, particularly from the Board of Education, public officials, community colleges and the Oregon State System of Higher Education.

II. Process

The methodology of the Program is a combination of Program Planning Budgeting System (PPBS) and the concept of Context and Input evaluation for planning decisions and Process and Product evaluation for implementation (CIPP). Reference is made to the process of drafting the plan and provision is made for continuation of the planning process. This is the responsibility of the State Library.

* * *

Three concepts have been used in developing the course for progress which follows: Program Planning Budgeting Systems, or PPBS; Context, Input, Process and Product Evaluation Model, or CIPP; and the understanding that planning is not an exercise in writing a document--it is a continuing process. The combination of these three concepts allows for flexibility to pursue unforeseen opportunities and recoup from unexpected failures.

Even more important, a comprehensive program for library development ensues which leads to coordination of the efforts of individuals so that an orderly flow of progress toward realizable goals is achieved. Individuals and institutions can continue to use their own initiative in the pursuit of solutions for local needs, but with a published framework within which to draw up their plans it will be possible for independent effort to have relevance to the work of others; this should result in "interface" with the thought of joint and compatible action in the future.

Use of PPBS, CIPP and planning-as-process have additional pragmatic benefits. It is not necessary to think of everything now and have it set for all time in a published document called "The Plan." Solutions will evolve through planning. Planning is participatory; all segments of the population can have their voices heard.

The Long Range Plan for Library Development was prepared by the staff of the Oregon State Library, Library Development Division, without sufficient background or necessary resources to properly conduct a PPBS-CIPP operation. The advantages of the technique, however, were such that it was deemed the best solution for the problem and planning was begun with the hope that as the staff, colleagues and advisers become familiar and educated in this method, it will be possible to see the planning process itself mature, as well as library service. As research proceeds it will be possible to incorporate additional data in the annual revisions which are required by federal law.

Grateful acknowledgment is extended to all the individuals who read and commented on the "Initial Working Paper" and thereby selected the alternative programs and established the priorities; to the librarians and trustees who attended the series of regional meetings at which the "Initial Working Paper" was presented; to the members of the State Advisory Council on Libraries for participating in formulation of the planning process; to the Ohio State University Evaluation Center for the information on planning gained from their Statewide Library Planning and Evaluation Institute held in Columbus, Ohio, and its sponsor, the U.S. Office of Education; to the Library Development Committee of the Oregon Library Association for its comments and advice; and to the authors of the documents and books used as sources and models.

CONTEXT

I. Environment

Description of the environment in which the Oregon State Library operates as planning agent in relation to: boundaries, forecasts, goals and needs.

* * *

Boundaries are not only those of the State; they are expanded and divided by political, governmental, geographical and physical considerations.

The "Interstate Library Compact" contained in the Oregon Revised Statutes, Chapter 357, sections 330 to 370, is enabling legislation for library service on an interstate basis.

Voluntary participation in the Pacific Northwest Bibliographic Center extends to Oregon its obligations and benefits with the states of Alaska, Montana, Idaho, Washington and member libraries of the Province of British Columbia.

Metropolitan Resource Library legislation of the Congress also enables extension of service areas across state lines, and LSCA provides for their strengthening.

The geography of Oregon creates population concentrations in valleys and thinly settled areas in mountain, plain and desert, requiring different patterns of library service.

Administrative Districts established by Governor Tom McCall are required as a consideration in state agency planning. These districts are combinations of counties, or a single county with very large area.

The political/governmental environment in which the Oregon State Library operates as planning agent is structured by federal and state law, and will be mentioned, when pertinent, in the individual programs. State and local government are described, and public officials identified, in the Oregon Blue Book, published biennially by the Secretary of State.

Current library programs and resources, when considered on a statewide basis, do not meet any established standard. This can be documented through use of the Directory of Oregon Libraries on a quantitative basis.

Oregon Public Libraries, a 1972 survey of libraries conducted by the Oregon State Library, and the annual "Oregon Public Library Statistical Reports" on file in the State Library, give additional information on the current status of collections, use, buildings and community involvement.

U.S. Census data is the principle source of information on which to base a description of the population served and affected by library planning. Demographic analysis by federal and state agencies is available through the documents collection in the Oregon State Library. While this can give a good description of population characteristics, there is no data on which to base evaluation of library users and non-users.

II. Forecasts

Assessment of future community needs for library service has not been included. Provision is made for future investigation of users, special interest groups, non-users and institutions that provide library service. This assessment will be accomplished in part by the staff of the Library Development Division through normal research procedures.

* * *

The constituents affecting the planning process of the Oregon State Library most strongly are the State Advisory Council on Libraries, individual librarians functioning as library directors, and committee members of the Oregon Library Association.

The Oregon Educational Media Association has not had a significant influence on the process. Their involvement will be sought in future phases of the planning process.

Professional organizations and power groups outside the library profession have not to date exercised an influence on the Oregon State Library in the planning process and attempts will be made to seek their contribution.

Other institutions which provide services comparable to libraries in meeting informational needs of the population have not been identified and their effect has not been correlated with the planning effort. They should be identified and their impact evaluated in relation to current and future plans. This data will not be available in 1972. This is also true of the complimentary effects of industry, professional groups and other organized or classible "institutions."

III. Goals

The generally accepted goal of this long range program is to achieve quality library service which meets the educational, cultural, recreational and practical needs of all the individuals and groups in Oregon. It is this concept toward which all effort is directed.

The goal has five basic elements of library service that constitute its philosophical segments. These are labelled "objectives:"

1. Select and organize recorded ideas as they are represented visually, verbally, mechanically or electronically.
2. Provide sufficient professional and professionally trained personnel to promote and effect the utilization of library resources.
3. Provide physical facilities adequate to meet the needs of the public, collection, staff and schedule of activities.
4. Achieve maximum utilization of all library resources through networks and channels of cooperation.
5. "Right to Read"

The "goal" and its component "objectives" are not achievable under present circumstances. However, if all developmental decisions are made with these concepts in mind, they will be attained eventually.

IV. Needs

Library needs fall into two sets: (1) those that librarians believe essential for good library service; and (2) those that the taxpayer/user wants. As already mentioned, provision is made to conduct user surveys and investigate non-users; however, librarians must exercise a leadership role in educating public officials and the population to the benefits of libraries and not confine service to the present "popular wisdom."

There are eight general needs that must be met to provide adequate service. In order of priority they are:

First Priority	I	Accessibility
	II	Adequate staffing
	III	Financial support
Second Priority	IV	Well selected and maintained collections
	V	Coordinated and cooperative effort
Third Priority	VI	Community involvement
	VII	Physical facilities which meet or exceed ALA standards
	VIII	"Right to Read"

The eight needs are the source from which the "Programs" and "Activities" that constitute the "Action Plan" for implementation are derived.

DEFINITIONS

Accessibility means reasonable access for all citizens to a service point which will provide some materials and services on the spot and will enable users to avail themselves of needed resources obtainable in other or larger units of service.

Adequate staffing means that each service point has personnel in sufficient numbers and with sufficient training to provide service commensurate with the role of that service unit.

Financial support means achieving sufficient funds from federal, state, local and private sources to operate library service.

Well selected and maintained collections means a structured method for making judgments in selection of books, recordings, films and other materials; and programs of maintenance that include withdrawal and replacement based on content and physical condition.

Coordinated and cooperative effort means those Programs and Activities provided under LSCA Title III, Interlibrary Cooperation, and voluntary agreements to join together for mutual benefit. The need for cooperation cuts across all programs and activities.

Community Involvement means promotion of library use and support by projecting the library into the mainstream of society and attracting users into the library.

Physical facilities which meet or exceed existing ALA standards means to engage in projects funded under LSCA Title II, Public Library Construction, in a manner that meets standards, and promotes library development.

"Right to Read" means to integrate activities of this federal project into the Long Range Program.

Needs of users (and non-users) as determined by themselves are not available. Neither are the needs of special interest groups. Research by the Library Development Division staff to determine current and future needs of the community from the viewpoint of taxpayers, industry, etc., is essential to future phases of the planning process.

INPUT

Identification and assessment of alternatives

* * *

Alternative methods for meeting each Need, labeled "Programs" were considered at a series of regional meetings attended by librarians and trustees.

Consensus was reached on some programs: that cooperative effort was essential; that some form of communication between libraries was desirable; that union lists of materials were needed; and that training of staff should receive a high priority. The consensus was not reached, however, on the basis of dollar costs or structured criteria. In view of the many alternatives proposed for which there was less agreement, and the nature of the planning process, most of the decisions for selection of programs are the responsibility of the staff of the State Library. As noted previously, additional input can be accommodated in annual revisions of the planning document.

Selection of Programs was based on four general criteria which were, in turn, based on readily available information and known quantities regarding (1) geographic, (2) economic, (3) social and (4) political conditions. These are also the most obvious constraints on planning and the factors that must be met to insure equitable distribution of effort.

Differences in the geography of Oregon demand that programs are selected that meet needs in sparsely populated desert and mountain areas, as well as the populated valleys.

Economic differences are also extreme in Oregon; in particular, there are entire counties that lack an adequate tax base to support library service. Many towns have populations of under 500 people, yet serve as a market area that attracts traffic which would be a logical library service point. Some of the wealthiest counties do not have county-wide service. Some form of redistribution of assets is required to establish library service that meets the Goals, Objectives and Needs. Recent court decisions in regard to financing public education equitably throughout a state will eventually have impact on all public services and it is anticipated it will include libraries. Meanwhile, it was necessary to select programs that will provide services in areas without an adequate economic base.

Social conditions were another basis for consideration of Programs. Non-users and the disadvantaged must receive emphasis in development of library services. What programs will fill socially or socio-economic founded needs?

In giving priority to programs which serve urban and rural areas with high concentration of low-income families and the disadvantaged, the following will apply.

"Disadvantaged persons" means persons who have educational, socio-economic, cultural, or other disadvantages that prevent them from receiving the benefits of library services designed for persons without such disadvantages and who, for that reason, require specially designed library services. The term includes persons whose needs for such

special services result from poverty, neglect, delinquency, and cultural or linguistic isolation from the community at large, but does not include physically or other handicapped persons unless such persons also suffer from the disadvantages described in this paragraph.

Characteristics of disadvantaged persons may include the following:

...Persons with limited educational background

...Persons who are receiving less than poverty level incomes

...Persons from areas characterized by excessive unemployment

...Persons from areas characterized by excessive low income rates

...Members of ethnic minority groups which have been discriminated against

...Persons who have been isolated from cultural, educational and/or employment opportunities

...Persons who, due to a combination of environmental, cultural and historical factors, lack motivation for taking advantage of available library services

...Persons who are dependent upon social services to meet their basic needs.

Areas of Oregon which shall be considered as qualifying under this program are:

1. Federal "Model Cities Areas" as designated by the U.S. Department of Housing and Urban Development. As of May, 1972, this was Portland, Oregon. This information is available from the U.S. Department of Housing and Urban Development.

2. Areas designated as areas of "substantial unemployment" as defined by the U.S. Department of Labor, Manpower Administration. As of March, 1972, these 16 counties out of 36 counties are:

Baker	Linn
Clackamas	Marion
Clatsop	Morrow
Columbia	Multnomah
Deschutes	Polk
Grant	Tillamook
Klamath	Union
Lane	Washington

3. Portions of counties with concentrations of persons with poverty level income or less. Poverty level shall be based on the definition originated by the Social Security Administration in 1964 and subsequently modified by a Federal Interagency Committee. The index provides a range of poverty income cutoffs adjusted by such factors as family size, sex of the family head, number of children under 18 years old, and farm and nonfarm residence. Those counties where the percent of qualifying families equals 10 percent of the total number of families in that county shall be considered areas with concentrations of poverty level income. Those counties in Oregon which qualify, according to the 1970 U.S. Census, are:

Baker	Lake
Curry	Lincoln
Deschutes	Malheur
Douglas	Polk
Grant	Sherman
Hood River	Tillamook
Jackson	Umatilla
Jefferson	Wallowa
Josephine	Wheeler
Klamath	Yamhill

4. Other areas which can be identified and meet the characteristics of disadvantaged persons as set forth above and are designated by the Oregon State Library Board of Trustees as the program develops shall qualify under this program.

Political conditions involve local rivalries, problems between city and county government (mainly economic), indifference toward libraries by influential public officials, and a feeling in the electorate against funding new programs. There are, however, friends of libraries in the political structure. Programs were selected with the constraints in mind, but which could be effectively injected into the political process and structure of government.

PROCESS & PRODUCT EVALUATION

Monitoring the progress of programs. Assessing the effectiveness of programs in relation to objectives.

* * *

These two evaluation factors are subject to development in the coming years. Initially, the evaluation of library services will take a pragmatic approach, since different means must be used in evaluating such items as system development and training programs. All projects will be evaluated in terms of accomplishing or approaching the stated goal for each project. All research methodologies and mechanisms will be considered for evaluating the programs. The limited research staff and funds will naturally limit evaluation processing. More depth in evaluation would require an increase in staff and funding.

PROGRAMS AND ACTIVITIES

The Programs which were chosen as the alternative or the coordinate means of implementation for achieving the Objectives of the entire Long Range Program are listed in priority order within the eight categories classed as Needs. Each Program leads directly into specific "Activities." The sum of these Activities constitutes the Five Year Action Plan.

I. Accessibility

A. A single statewide system of public libraries closely integrated with school and community college media centers can best meet the need for Accessibility. The system should have available for loan or reproduction the research and highly specialized materials of the Oregon State System of Higher Education, private colleges and special libraries. This structured system can be achieved through stages which will take many years of evolution. This allows for future planning and developmental cooperation.

1. First priority in the Activities under this Program will be to join with the Mid-Willamette Valley Council of Governments to form a regional library in Administrative District 3, consisting of Polk, Marion and Yamhill Counties. Chemeketa Community College and school libraries would be included in the planning stage. Initial use of funds are for a tri-county reference service based at Chemeketa Community College Library or Salem Public Library. Planning funds are also needed. Salem Public Library and the librarians in the three counties are also working on proposals.

2. Second priority is to form a Lane County library system; Lane is Administrative District 5. Charges to LSCA funds will consist of a percentage of consultant time by Library Development Division staff at the State Library during the initial investigation; establishment grants would come near the end of the five year period if progress warrants.

3. Third priority is to work with school and public librarians in Administrative District 9, consisting of Wasco, Hood River and Sherman Counties. This area has recently begun to move toward cooperative planning which can be assisted by the State Library consultant staff. Local initiative in planning system development in this District should be the determinant in obligating grant funds over the five year period.

B. Interlibrary loan can be used more effectively to give the public access to materials. The Oregon State Library can assist in efforts to encourage borrowing of its own materials and through negotiating for more interchange among other libraries. The activity chargeable to LSCA funds would be the time of Oregon State Library consultant staff.

C. Statewide Communications Network has had a high priority by the Oregon Library Association. The concept can be furthered by using State Library research staff to assist in a cost analysis and evaluation of the effectiveness of: telephone, leased-line, TWX-Telex, U.S. Mail, Telefax, cable, switching center and vehicular delivery. This research Activity would be in cooperation with the Oregon Library Association and individual libraries of all types.

D. Union lists of materials will continue to receive support in grant funds, particularly Title III. Grant applications are anticipated from:

1. Lincoln County
2. Oregon State System of Higher Education
3. Clackamas County
4. Other groups of libraries that are considering lists by subject or format.

Note: Methods to establish interface for these lists is needed to effect eventual merger or combination. This is proposed as a

cooperative Activity.

E. State Library branches are authorized under current Oregon Statutes; consideration will be given to establishing branches in relation to system development and extension of accessibility. This will be a planning Activity constituting a percentage of staff time of the Oregon State Library Administrative and Library Development Divisions.

F. Participation in regional bibliographic centers will depend on the results of continued exploration regarding Oregon's participation in the Pacific Northwest Bibliographic Center. This will involve staff time of the Oregon State Library's Administrative, Library Services and Library Development Divisions.

G. Interstate agreements to extend accessibility are not planned at present. Unforeseen developments that would make this Program desirable can be included in the Annual Revision of the Long Range Program.

II. Adequate Staffing

A. Training will be the Program that receives first priority under this Need. Activities funded under LSCA Titles I and III will consist of:

1. Grants for community librarians training programs.
2. Workshops for librarians on selection of materials.
3. Workshops for librarians, trustees and public officials on library operation, policy, administration and cooperation.

4. Grants for in-service training and attendance at relevant conferences.

B. Certification of librarians is a Program proposed by the Oregon Library Association by means of legislation; Oregon State Library will assist this effort with a percentage of staff time.

C. Improved utilization of existing staff can be achieved through evaluation of staffing and negotiation for change by the research and consultant staff of the Oregon State Library.

III. Financial Support

The financial support needed for library development must be sought. It can come from new sources, through reform of existing tax arrangements, and adjustments in the allocation of funds. Oregon State Library staff can assist by investigation of, and consultation in, securing new sources such as (1) state aid, (2) federal aid, (3) endowments and gifts, and (4) local public support. Analysis is needed regarding the expenditure of funds in order to make better use of existing resources.

A. State aid will be proposed by the Oregon Library Association at the 1973 session of the Legislature. The Oregon State Library will assist in the legislative process and will relate its planning efforts to the outcome of the proposal.

B. Federal aid sources will be explored. The Catalog of Federal Domestic Assistance will be used for guidance in seeking funds for libraries.

1. Social Security Act provisions for optional services that include libraries will be the first source to explore. This will require substantial staff time of the Oregon State Library staff.
2. Grants under the "Right to Read" program will be investigated.
3. Numerous other sources, such as the Older American Act, Manpower Development Act, etc., will be investigated as time permits after 1973.

C. Endowment and gift sources will be investigated as a percentage of staff time. An example of this type of Activity would be to publicize grants under the National Endowment for the Arts and Sciences.

D. Local tax structure should be studied at the state level to determine minimum levels of local support for adequate funding of library service. This cost analysis must be related to current court decisions on tax redistribution.

E. Better allocation of funds that result in efficiencies is another area for analysis and consultation. This has a low priority.

IV. Well Selected and Maintained Collections

Improvement in the quality of library resources can be achieved by a combination of grants under LSCA Title I, Library Services; Oregon State Library consultant services; assistance from large and specialized libraries; local effort and cooperative arrangements.

A. Book grants for adult non-fiction purchases awarded on the basis of new construction; and for specific purposes tied to projects, for example, enrichment of the culturally disadvantaged, will continue to be funded under Title I.

B. Buying lists and consultant services will be used by the Oregon State Library to assist public libraries in selection of materials.

C. Cooperative evaluation of materials will be encouraged by the Oregon State Library through assistance from other libraries in contributing their staff talents to collection development as viewed from an overall statewide basis. Other activities can be encouraged that lead to local and regional arrangements.

D. Weeding schedules will be actively promoted by the Oregon State Library in public libraries.

E. Workshops on selection and maintenance of materials will be conducted by the Oregon State Library, as noted under "Training" and in small informal groups.

F. Materials depositories have been suggested by librarians throughout the state in all types of libraries. The depositories would be for little used materials such as old or discontinued periodicals which could be centrally stored and shared by all libraries. This will be studied in cooperation with academic and large public libraries.

G. Standards for the qualitative evaluation of public library collections will be developed by the Staff of the Library Development Division.

V. Coordinated and Cooperative Effort

Joint effort between all types of libraries can begin immediately through voluntary agreements, as well as projects funded under LSCA Title III, Interlibrary Cooperation. In addition, cooperation as a concept is essential for all the Programs and Activities involved in the Long Range Program. Of the many cooperative projects that could be undertaken, emphasis will initially be given to (1) levels of service; (2) coordinated selection of materials; and (3) technical processes.

A. Levels of service means that planning begins for the definition and assignment of responsibilities for each library in relation to its services and "community." This would begin with the community library which provides leisure reading, and proceed through different levels of reference and subject strength, and culminate in a research library for the state. Standards must be developed against which to measure performance. This Program would require the study time of many librarians, with considerable input from institutions and community leaders.

B. Coordinated selection of materials was touched upon in other Programs; additional activities that libraries can be encouraged to engage in by common agreement would include:

1. Purchasing agreements
2. Selection committees
3. Preparation of buying lists
4. Subject specialization
5. Last copy arrangements

C. Technical services should be studied to find more efficient means of organizing purchasing and processing procedures. Investigation should be by means of committees to evaluate alternatives such as contracts with commercial vendors, cooperative ordering, regional arrangements and centralized offices.

VI. Community Involvement

Community involvement means the attempt to place library services in a meaningful role in its service area through promotion of services, and through public interest and participation. Programs that fall into this category include "outreach," publicity, special events, involvement in community activities, and participation in the governmental process.

A. Outreach will receive first priority as the Activities under this heading include grants for projects under LSCA that are directed at groups that are identifiable ethnically, or are classified as disadvantaged economically, socially or geographically. Other groups that are identifiable as a "target population" will also receive consideration for grants under this program.

B. Publicity is an important part of public relations for which Oregon libraries have little staff time. Consideration will be given to hiring a specialist on the Oregon State Library staff or contracting with a commercial firm for guidance and output. In addition, public service resources of TV and radio stations should be investigated.

C. Special events are the events involving speakers, films, etc., on issues that are relevant to community needs, social problems and other traditional and experimental services for groups. Workshops can be planned for training and guidance on this Activity.

D. Involvement in community activities means the commitment by individual librarians to participate in service groups, the business community and local government. This Program does not involve grant funds, but will be promoted by Oregon State Library consultants.

VII. Physical Facilities which Meet or Exceed ALA Standards

Building projects funded under LSCA Title II, Public Library Construction, will be continued; in addition, investigation will be conducted on possibilities for alternatives to first class construction involving architects and federal wage-price guidelines. Grants will be given to libraries in a priority order of (1) regional libraries, (2) county libraries, (3) community libraries within a system and (4) independent community libraries.

A. Modular buildings or prefabricated facilities will be investigated as a possibility for communities and branches in systems.

B. Lease-back arrangements for facilities in shopping centers will be explored.

C. Technological development will be studied in order to make provision for anticipated developments that should be included in library facilities.

D. Remodeling existing library buildings and conversion of buildings for library use will also be funded under Title II.

VIII. "Right to Read"

The "Right to Read" program has not been actively pursued in Oregon on an organized statewide basis involving all types of libraries and age groups. In part, this has been due to some vagueness in the form of the program itself. It has been described as a concept in search of concrete action, or a long range objective in search of initial steps. Provision for the skill and desire to read comprise this objective. Obviously, librarians who wish to stimulate use of libraries must face the facts of functional illiteracy and lack of interest in reading. Therefore, the concept of "Right to Read" is included in this Long Range Plan as a need that must be filled before libraries can truly be effective for all the population. No programs have yet been written in regard to this concept, but will be included in future revisions of the planning process as our own research and the "Right to Read"

both develop. There are implications for cooperative effort between school and public libraries, and with other agencies involved with reading instruction and cultural motivation.

THE ROLE OF THE OREGON STATE LIBRARY

Goals, objectives and policies of the State Library are published in several sources, including:

Oregon State Library. A statement of policy and an affirmation of beliefs, by the Board of Trustees. 1959.

Oregon State Library. Biennial Report for period July 1, 1968-June 30, 1970. 1970.

Oregon, Executive Department. Goals for a Livable Oregon; an action partnership for the '70s. 1970.

In addition, the program budget for the 1973-75 biennium, now in preparation, states the activities of each Division:

A. Library Services

Maintain a general reference and loan collection for use by the Legislature, state agencies and the public either directly or through libraries; act as a U.S. Documents depository; and operate the Oregon documents distribution program to insure the availability of all library materials essential to meet the informational needs of all segments of the library's clintele. Proposes to:

1. Maintain existing level of service. Provide state agencies with professional guidance in the coordination, development, and operation of their professional libraries.

2. Establish and maintain a cooperative interlibrary loan network of major libraries throughout Oregon.
3. Increase the reference and research capability of the State Library.
4. Provide professional guidance and assistance in discharging the library's statutory responsibility for the handling and distribution of Oregon documents.
5. Provide additional information to librarians throughout the state concerning the special collections of the State Library.

B. Archival Services

Assure that public records are maintained in a manner which will protect the public's interest while permitting effective and efficient use by agencies and citizens. Extend field services to state and county agencies to insure a better records management program.

Proposes to:

1. Accept and provide adequate reference service for an estimated 15% increase in volume of records in low-cost, efficient storage.
2. Maintain existing level of efforts to improve the efficiency and cost effectiveness of records retention by state and county agencies.
3. Survey with Archives staff both state and county records not in Archival storage, to identify permanent and non-permanent records and to incorporate resulting data in the rule making process.

4. Develop an educational program to help state and county agencies improve their record keeping systems.

C. Library Development

Promote adequate public library service to all segments of Oregon's population through the dissemination of information concerning effective operation of libraries, including children's and young adult services, developing and supervising community library staff training programs, providing actual working expertise regarding the maintenance of collections. Coordinate library activities within the state through interlibrary cooperation, administering the appropriate provisions of the federal Library Services and Construction Act, promotion of the establishment of regional and county library systems based on the State's administrative districts. Conduct research and evaluation activities to determine statewide progress to meet these objectives. Proposes to:

1. Maintain present level of service and add additional emphasis to the following agency objectives:
   a. Reduction of the number of Oregonians not receiving direct public library service;
   b. Re-establishment of a consultation program for library services to children and young adults; and
   c. Initiate procedures for cooperative school and public library services.

D. Services to the Blind and Physically Handicapped

The Oregon State Library supports and maintains a Library for the Blind and Physically Handicapped which is one of 51 regional libraries cooperating with the Library of Congress, Division of the Blind & Physically Handicapped, serving readers of non-conventional library materials. The on-going program in Oregon will be supplemented through the use of Library Services and Construction Act and state funds. The objectives of this program are:

1. To identify more accurately the blind and physically handicapped persons in Oregon and to develop programs which will meet their needs for special library services and materials.
2. To develop a program which will instruct librarians and library boards of the special materials and services available to the blind and physically handicapped in the area.
3. To promote the accessibility of these services and materials through the local libraries within the blind and physically handicapped "communities."

These objectives will be met by use of consultant services of the State Library staff, as well as through the use of various media publications. Public librarians and public library boards will be encouraged to modify existing library buildings to make them more

readily usable by the physically handicapped. On-going evaluation of these programs and objectives will be developed by the Library Development Division research staff.

E. Institutional Library Services

The goal is to continue to improve, expand and broaden library services to residents in the state hospitals, correctional institutions and special schools. The objectives are:

1. To expand the concept of interlibrary loan between the state institutional libraries.
2. To devise new programs to promote the use of the institutional libraries by the residents.
3. To promote the development of interlibrary cooperation between the institutional library and the local public libraries in their immediate vicinity.

Activities which will bring about the fruition of goals and objectives are:

1. To further coordinate the library's services within the institutions with these institutions' educational, vocational and recreational programs.
2. To provide the vehicle through which interlibrary cooperative use of audiovisual materials and equipment may be more efficiently accomplished.

3. To make a study of the feasibility of acquisitions, cataloging and processing of materials for all the institutional libraries by the State Library.
4. To conduct staff training workshops for the personnel working within the Institutional Library.
5. To establish a promotional program to further the understanding by the general citizenry of the special needs of the institutional libraries and the unique function these libraries perform.

A fundamental source for developing concepts of State Library service will be the American Library Association's Standards for Library Functions at the State Level.

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